

DEPARTMENT OF SOCIAL SERVICES

744 P Street, Sacramento, CA 95814



March 27, 1997

ALL-COUNTY INFORMATION NOTICE NO. I-18-97

TO: ALL COUNTY WELFARE DIRECTORS
ALL COUNTY CHILD WELFARE
SERVICES PROGRAM MANAGERS

REASON FOR THIS TRANSMITTAL

- ☐ State Law Change
- ☐ Federal Law or Regulation Change
- ☐ Court Order or Settlement Agreement
- ☐ Clarification Requested by One or More Counties
- ☒ Initiated by CDSS

SUBJECT: CHILD WELFARE SERVICES OVERSIGHT PLAN

The enclosed document describes the California Department of Social Services' comprehensive oversight plan of County Child Welfare Services. As we have discussed with many of you in the past, the content of this document is based on our belief that oversight is a set of activities that includes training, technical assistance, complaint investigations, reviews, special reviews, and evaluation. We believe that it is critical that oversight includes facilitating, and funding whenever possible, training to assist county staff increase both their knowledge of regulatory requirements and skills in delivering effective services so that outcomes for children and families are improved. In short, we believe that both compliance, and effective services, are achieved when front line staff understand the importance and impact of what they do and possess the skills to do their job well.

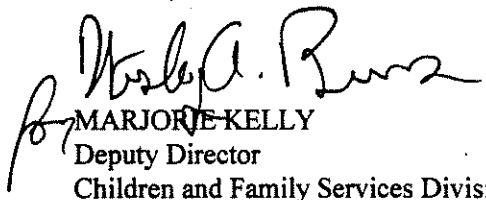
We are interested in continuing to evolve the oversight process to include examination of outcomes and community satisfaction and the degree to which service collaboration/integration occurs. We will be meeting with the California Welfare Directors Association to discuss how best to proceed on these issues.

Finally, we wish to acknowledge that the roll out of Child Welfare Services/Case Management Systems will have profound effects on county operations, particularly as it relates to the effort required for all service delivery staff to become proficient in its use. Accordingly, we will work closely with all counties tentatively scheduled to be reviewed this and next fiscal year so that both the timing of these reviews and the specific review month selected will be mutually advantageous.

We welcome you to send your comments on the process we describe in the enclosed or raise any questions to Frank Ingram, Chief of the Children's Services Operations Bureau at (916) 445-2832.

Thank you for the opportunities you have provided to share our oversight functions with you. We look forward to continuing our work with you to improve services and outcomes for children and families.

Sincerely,


MARJORIE KELLY
Deputy Director
Children and Family Services Division

Enclosure

c: CWDA

CHILDREN'S SERVICES OPERATIONS BUREAU'S

COMPREHENSIVE PLAN FOR OVERSIGHT

OF

COUNTY CHILD WELFARE SERVICES

MARCH 1997

**CALIFORNIA DEPARTMENT OF SOCIAL SERVICES
CHILDREN AND FAMILY SERVICES DIVISION**

MARJORIE KELLY, DEPUTY DIRECTOR

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EXECUTIVE SUMMARY

Federal and State statutes provide the California Department of Social Services (CDSS) with considerable discretion to monitor and evaluate (oversee) county operations using multiple methodologies. The CDSS has chosen to meet its responsibility by using a comprehensive, multi-faceted approach that focuses on both the quality of service delivery and results of intervention efforts as well as county compliance with regulations. This comprehensive approach is essential to enhance protection of the health and safety of children, increase positive outcomes for children and families and fulfill the intent of Senate Bill (SB) 1125, (Chapter 1203, Statutes of 1991), which provided the statutory requirements for service delivery. (Basically, SB 1125 increases emphasis on the quality of services while minimizing unnecessary administrative requirements.) The CDSS has expanded its oversight beyond that more narrowly conceived as assessing (monitoring) counties' compliance with regulatory requirements, as such assessment alone would not provide information on the outcome of services on children and families; in order to maximize positive outcomes, it is essential that the quality of services and the degree to which they effectively both prevent and respond to the needs of children and families are identified and that these effective practices are encouraged and disseminated.

Specifically, the CDSS takes a balanced approach which recognizes that while all the following oversight actions are necessary, none alone are sufficient; these actions include:

- 1) Investigating and responding to complaints both to address concerns and identify how the system of service delivery to clients might need to be improved.
- 2) Conducting (independently and in partnership with counties) specific case/programmatic reviews, e.g., child fatalities, in order to assist counties with identifying and making any needed changes in policy and operations to prevent future tragedies.
- 3) Providing training and technical assistance to increase both county staffs' knowledge of regulatory requirements and essential skills for service delivery.
- 4) Conducting compliance reviews to identify the nature and magnitude of county adherence to regulations.
- 5) Mandating, tracking and reviewing all actions taken by counties to correct identified problems/deficiencies.

During Fiscal Year (FY) 1997-98, implementation of a major system, the Child Welfare Services/Case Management System (CWS/CMS), containing information on all actions taken on all CWS cases will result in beginning of comprehensive, automated reviews for compliance. This system will allow staff resources to focus on providing more training and technical assistance in order to increase both county staff compliance with regulations and improve the quality of services provided to children and families.

I. MANDATES AND HISTORY

A. Federal and State Mandated Oversight Requirements

Congress enacted Public Law 96-272, the Adoption Assistance and Child Welfare Act of 1980, in order to address widespread program inconsistency in the nation's child welfare system. Federal funding availability is based upon states' compliance with federal statutory authority. The federal requirements for state plans are found in Titles IV-B and IV-E, 42 U.S.C. §621 et seq. and §671 et seq. One of the many requisite features of a state plan is that the state agency will monitor and evaluate the provision of Child Welfare Services (CWS). There are many methods of monitoring and evaluating county compliance with State and federal law (for example, compliance reviews and reviews resulting from requests of citizens and public officials). Technical assistance training and case specific reviews are other methods used to provide both the CDSS and counties with a comprehensive picture of CWS operations.

California law requires CDSS to establish and support a statewide system of child welfare services (Welfare and Institutions Code (WIC) § 16500 et seq.). As required by state and federal law, the CDSS acts by developing and implementing regulations designed to secure positive outcomes for children. In 1991, the County Welfare Directors' Association (CWDA) sponsored Senate Bill (SB) 1125, (Chapter 1203, Statutes of 1991) (codified in WIC Sections 16500 et. seq.), to amend California child welfare statutes and modify regulatory complexities to allow the provision of quality CWS and to minimize unnecessary administrative requirements. After enactment of the Bill, a Task Force convened and CDSS, counties and children's advocacy groups participated in the development of Division 31 regulations designed to implement SB 1125. Subsequently, another task force comprised of representatives from similar groups, developed the review process and the questions to be used in the compliance reviews. In accordance with the legislation's intent and to ensure positive outcomes for children, CDSS conducts multiple oversight activities which both monitor and facilitate the provision of quality CWS without unnecessary administrative requirements.

B. State Passes Title IV-B Audits

The federal government audits states for compliance with federal regulations. California passed two Title IV-B audits. Specifically, Title IV-B of the Social Security Act provides for grants to state public welfare agencies to establish, expand and strengthen CWS. In California, the Child Welfare Services Program is State supervised and county administered. Federal performance standards have been developed on the basis of child welfare legislation, regulations and generally accepted standards of good practice. Periodic assessments of State and local programs are done, in part, to ascertain the degree to which a state's child welfare programs operate in accordance with federal and State legislation and regulations, and good practice.

Section 427, Title IV-B of the Social Security Act provides financial incentives to the states to implement and operate a set of services and procedures to prevent the unnecessary removal of children from their homes, prevent extended stays in foster

care, and ensure that efforts are made to reunify children with their families or place them for adoption. Section 427 reviews were conducted by federal staff in California for Federal Fiscal Year (F FY) 1990 and FFY 1991. **After extensive case reviews and re-reviews, the Department of Health and Human Services (DHSS) staff found that California passed both federal Title IV-B audits.**

C. State Program Requirements

Senate Bill 1125 (Chapter 1203, Statutes of 1991) was sponsored by CWDA to amend the CWS statutes by eliminating the four program designations (Emergency Response, Family Maintenance, Family Reunification, and Permanent Placement) and focusing on one program based on a continuum of services guided by the child's case plan. The legislative intent of SB 1125 was:

"To modify regulatory complexities to allow the provision of quality child welfare services and to minimize unnecessary administrative requirements."

From a broad program perspective, the enactment of SB 1125 did not change the fundamental framework under which CWS functioned. It did make specific changes to case plan, case management and services options which were designed to provide counties more flexibility and to enable them to operate more efficiently. Briefly, SB 1125 redefined CWS to be a continuum of services rather than four distinct programs; established the case plan as the "guiding principle" in the provision of CWS and changed the required time frame within which the case plan must be developed; required that the case plan be part of the court report and be considered by the court at the initial and each subsequent review hearing; expanded the range of services which counties could provide without prior CDSS approval; and provided statutory authority for CDSS to establish visitation requirements and to limit the time period for which emergency shelter care could be funded.

After enactment of SB 1125, a Child Welfare Program Revision Task Force was convened to discuss and resolve issues and to draft implementing regulations (Division 31). The task force consisted of CDSS staff and representatives from each of the five CWDA regions. The task force worked over a period of about a year to rewrite the CWS regulations in accordance with legislative intent. As the draft regulations were being finalized by the task force, other interested agencies/organizations including the Children's Lobby and the Youth Law Center participated in the discussions and reviewed and commented on these draft regulations.

As indicated above, the fundamental difference between the Division 31 regulations which implement SB 1125 and the previous Division 30 regulations is the elimination of the four distinct programs and four distinct sets of case plan and case management requirements and reorganization of the regulations to focus on a continuum of services guided by a written case plan.

The Division 31 regulations which became effective July 1, 1993 addressed the intent of SB 1125 to eliminate the complexities of existing regulations, increase county flexibility in the provision of CWS, and minimize unnecessary administrative requirements.

On October 6, 1993 training for county staff was initiated by CDSS. Comprehensive Division 31 regulations training continued for about four months during which time CDSS directly provided training to approximately 1,800 staff in 57 counties and arranged and paid for training to be provided in the final county.

Upon completion of the training a second task force was convened in order to revise the compliance review manual to reflect the regulatory changes. The task force consisted of CDSS, county and Youth Law Center representatives; a revised compliance review process was developed. These new reviews, based on the revised regulations, were initiated in three pilot counties in September 1994 and were begun for other counties in January, 1995. The Children's Services Operations Bureau (CSOB) has just completed the second year of reviews under these new regulations and compliance system. Using current regulations and standards, all counties are scheduled to be reviewed by July 1998 provided that implementation of CWS/CMS does not necessitate a redirection of staff to assist counties with this major effort..

D. Summary of Comprehensive Oversight Activities

In summary, CDSS' CSOB is responsible for the oversight of the provision of CWS and through this oversight enhances counties' abilities to provide minimum levels of CWS in accordance with regulations. In order to ensure children's safety, health, mental health and well-being, CSOB fulfills this oversight in comprehensive, multiple ways as listed below and described in detail in Section II (D).

COMPLAINTS

- Activities include investigating and responding to specific complaints to address concerns and identify how service delivery to clients might need to be improved.

SPECIAL REVIEWS/INVESTIGATIONS

- Activities include conducting (independently and in partnership with counties) specific case/programmatic reviews, e.g. on the cases of child fatalities, in order to assist counties prevent future tragedies.

TRAINING AND TECHNICAL ASSISTANCE

- Activities include providing training and technical assistance to increase county staff knowledge of regulations and skill in delivering services.

COMPLIANCE REVIEWS

- Activities include conducting case reviews to identify the nature and magnitude of

county adherence to regulations.

CORRECTIVE ACTION

- Activities include mandating, tracking and reviewing all actions taken by counties to correct identified problems/deficiencies.

Matrix A, which follows, illustrates, by county, some of the various activities and reviews conducted since FY 1991-92. Further in this document, Matrix B provides information on complaints received.

ACTIVITY MATRIX
FY 1991/92 - 1996/97

MATRIX A

COUNTY	CWS REVIEW	PRELIMINARY REVIEW	ER REVIEW	CASE REVIEW(S)	DIV 31** TRAINING	JRTA**	CHILD FATALITY REVIEW
ALAMEDA	X,S				X	X	X
ALPINE	X				X	X	X
AMADOR	S*	X			X	X	
BUTTE	X				X	X	
CALAVERAS	S*	X			X	X	
COLUSA	X				X	X	
CONTRA COSTA	X			X	X	X	
DEL NORTE	X				X	X	
EL DORADO	S*			X	X	X	
FRESNO	X,S*	X			X	X	
GLENN	S*	X		X	X	X	
HUMBOLDT	X,S			X	X	X	
IMPERIAL	X		X		X	X	
INYO	S				X	X	
KERN	X,S*			X	X	X	
KINGS	X,S				X	X	
LAKE	X			X	X	X	
LASSEN	X			X	X	X	
LOS ANGELES	X,S	X	X	X	X	X	X
MADERA	X				X	X	
MARIN	S				X	X	
MARIPOSA	S*				X	X	
MENDOCINO	X				X	X	
MERCED	X			X	X	X	
MODOC	X				X	X	
MONO	S*		X	X	X	X	
MONTEREY	X				X	X	X
NAPA	X				X	X	
NEVADA	X				X	X	
ORANGE	S	X			X	X	X
PLACER	X				X	X	
PLUMAS	X				X	X	
RIVERSIDE	X			X	X	X	X
SACRAMENTO	X,S*			X	X	X	X
SAN BENITO	X				X	X	
SAN BERNARDINO	X			X	X	X	
SAN DIEGO	X			X	X	X	
SAN FRANCISCO	X	X	X	X	X	X	X
SAN JOAQUIN	X				X	X	X
SAN LUIS OBISPO	X		X		X	X	X
SAN MATEO	X				X	X	X
SANTA BARBARA	X,S*	X	X	X	X	X	
SANTA CLARA	X,S*				X	X	
SANTA CRUZ	X,S*		X	X	X	X	X
SHASTA	S	X			X	X	
SIERRA	S				X	X	
SISKIYOU	X,S*				X	X	
SOLANO	X,S*			X	X	X	
SONOMA	X,S				X	X	
STANISLAUS	X	X			X	X	
SUTTER	X				X	X	
TEHAMA	S*			X	X	X	
TRINITY	S			X	X	X	
TULARE	X,S*			X	X	X	
TUOLUMNE	X,S*				X	X	
VENTURA	S*				X	X	
YOLO	X			X	X	X	X
YUBA	X,S				X	X	

X - completed

S - scheduled for FY 1996/97

S* - scheduled for FY 1997/98

** - CDSS provides other technical support, including conferences and meetings.

DEFINITIONS FOR MATRIX A

CWS Review:	Review of a sample of case records and interviews with selected county staff to determine compliance with regulations and/or county practices in delivering services.
Preliminary Review:	This initial review is conducted prior to the CWS review in order to give the county a preview of the review process. State staff provide county staff feedback on findings and the county then has the opportunity to implement any necessary corrective actions prior to the CWS review.
Emergency Response ER Review:	This review of selected number of incoming referrals focuses on child safety issues and decision making processes. Included are referrals that: 1) are assessed out, 2) have in-person investigation only and 3) have an in-person investigation and services provided.
Case Review:	A review of a specific case record for regulatory compliance and social worker practice. These reviews may be conducted as a result of client and community complaints.
Training:	Consists of formal sessions with specific objectives to increase county child welfare workers'/managers' knowledge and/or skills in areas relating to service delivery, child safety and regulatory requirements.
Judicial Review and Technical Assistance (JRTA):	A review of juvenile court procedures, processes and documentation and provision of training and technical assistance on federal Title IV-E Foster Care requirements.
Fatality Review:	A review of case records of a child that died while under the care/supervision of a county or in which the family had prior county CWS involvement.

II. COMPREHENSIVE OVERSIGHT PLAN

A. Complaints

The oversight focus of CSOB as it responds to complaints includes:

- 1) facilitating quality services to children and families that have county CWS involvement; 2) analyzing issues/concerns to identify systemic problems in county operations; 3) assessing program outcomes for children and families; and
- 4) providing feedback to state and county policy organizations on needed changes.

Over the last ten years CSOB has increased its involvement in investigating and responding to complaints and letters forwarded to the CSOB from the President, the Governor, Legislators and concerned citizens. Responses involve the identification of issues and contacting county management to determine if the county has responded to concerns and complied with CWS regulations. The issues are discussed with county management, supervisors and social workers and technical assistance is provided when needed. Complaints are processed in order to determine both how counties have been responsive to the actual needs of specific families as well as to identify any needed system changes which may improve the quality of their response. For example, in 1995 several complaints in one county were examined in detail and in order to identify the specific areas in which county service delivery was impacted. This analysis showed the direct relationship between client issues and concerns and problematic county actions related to both the quality of response and the compliance with regulatory mandates. In the specific analysis referenced above and on an ongoing basis when there are appropriate alternatives which might improve case outcomes, CSOB staff provide suggestions and offer technical assistance. If the county has not complied with regulations, it is required to do so and correct any identified problem.

During the early years of the decade, consultants contacted complainants only by letter. Since 1993, due to an increasing desire to be more responsive to the issues and use individual complaints to identify needed system changes, each complainant is contacted by telephone in order to assure that consultants understand the issues.

From October 1994 through October 1996, 451 letters responding to CWS issues and 180 to other issues were sent. Matrix B shows the correspondence by county in response to complaint letters received by CSOB. This involved, for each complaint, identification of issues, from one to four hours on the telephone, up to six trips to counties to review individual cases and many hours searching for specific information in order to respond to complainants needs and requests for information.

CHILDREN'S SERVICES OPERATIONS COMPLAINT CORRESPONDENCE

October 1994 through October 1996

Counties	CWS Issue	Other	Total	Counties	CWS Issue	Other	Total
Alameda	5	4	9	Orange	20	8	28
Alpine	1	2	3	Placer	2	-	2
Amador	-	-	-	Plumas	1	-	1
Butte	15	2	17	Riverside	31	14	45
Calaveras	-	1	1	Sacramento	20	10	30
Colusa	-	-	-	San Benito	-	-	-
Contra Costa	15	4	19	San Bernardino	22	21	43
Del Norte	1	-	1	San Diego	23	8	31
El Dorado	3	1	4	San Francisco	10	4	14
Fresno	16	9	25	San Joaquin	13	5	18
Glenn	3	1	4	San Luis Obispo	8	5	13
Humboldt	5	3	8	San Mateo	4	4	8
Imperial	-	1	1	Santa Barbara	5	-	5
Inyo	1	-	1	Santa Clara	8	5	13
Kern	9	5	14	Santa Cruz	1	1	2
Kings	2	-	2	Shasta	11	5	16
Lake	12	1	13	Sierra	-	-	-
Lassen	7	2	9	Siskiyou	2	-	2
Los Angeles	123	31	154	Solano	3	1	4
Madera	1	1	2	Sonoma	7	2	9
Marin	2	1	3	Stanislaus	5	-	5
Mariposa	-	3	3	Sutter	2	-	2
Mendocino	2	1	3	Tehama	1	-	1
Merced	4	4	8	Trinity	-	1	1
Modoc	-	-	-	Tulare	4	1	5
Mono	3	-	3	Tuolumne	-	1	1
Monterey	1	3	4	Ventura	4	2	6
Napa	2	1	3	Yolo	5	-	5
Nevada	1	-	1	Yuba	5	1	6
				Grand Total	451	180	631

Complaints were of a great variety, but most frequently involved perceptions that counties inappropriately removed children, refused to return children even though parents felt they had fully complied with the case plan, took actions which were "unreasonable", unfair, inconsistent and/or inadequate and resulted in long waits for the initiation of the Interstate Compact on the Placement of Children (ICPC). Many complaints concerned the difficulties and complexities of family court and juvenile court orders. Other issues concerned counties that would not send children out of county even though the courts had transferred jurisdiction months before social workers refusing to comply with court ordered parent/child visits, or social workers' failure to do timely court reports, resulting in unnecessary court continuances.

The following provides a few examples of activities taken to resolve issues raised in complaints. A grandmother wanted her grandchildren placed with her but careful reading of the case indicated that she would not be an appropriate placement. She received a response explaining the need for special care for her grandchildren. Other examples include a consultant, finding parental rights had been inappropriately terminated, worked with the county to correct the situation and trained county staff on requirements. Another consultant was able to locate a free legal service to which she referred a complainant. An isolated and anxious parent, who was not a CWS client, was referred to a community-based agency that assisted adults and parents who were in need of services.

Most of the types of issues cited here would neither be identified nor discussed through compliance reviews. Consequently, they would neither be raised nor resolved without a meaningful complaint resolution process.

B. Special Reviews/Investigations

The CSOB conducts special studies and investigations in order to systematically analyze the cause of problems, determine policy implications, and propose solutions to these problems. Several examples follow.

1. Fatality Reviews

The CDSS learns of a child death from a variety of sources including the media, the public, or a service provider within the counties where the death(s) occurred. Staff contact the county to obtain information about the child death and review the information provided to determine if the case file needs to be examined and/or the county to be visited to determine the appropriateness of county actions in the handling of the case. Information obtained during the review is used to complete a "Report on Death of Child." This report contains the following information:

1) reason for review, 2) medical history, 3) cause of death (if known), 4) licensing information (if applicable), 5) previous problems reported or noted about in-home or out-of-home care giver or placement, 6) compliance issues and concerns identified, 7) findings and 8) recommendations.

At the county level, the death review process may involve a Multi-Disciplinary Team (MDT) including criminal justice, social services, health, mental health, public health, education, court, child abuse treatment, child advocates, coroners, medical examiners, and others. For example, Los Angeles County has an Inter-Agency Council on Child Abuse and Neglect (ICAN). The coroner refers to the ICAN death review team. The ICAN MDT reviews actions of child protective service staff, the time line of events, police records and medical information.

a. Case Example (#1)

In September 1993, a foster mother left a two-year-old male child unattended in the back yard where he ingested sand and water from the wading pool. The foster mother forced a garden hose in the mouth and rectum of the child, resulting in the child's death. The case review findings indicated that the child had emotional, physical and developmental problems. The contacts between the foster parents and the county indicated that the foster parents had advised the county before his death that they could no longer provide care for the child. The county failed to find alternatives to continuing placement with these foster parents, even though a maternal grandmother had continually expressed interest in having the child placed with her. This placement was rejected by the social worker stating that the grandmother's home was considered "very marginal"; however, the child's older sibling was in placement with her and no specific problems were noted in the case file. In 1994, CDSS 1) conducted an extensive review of this case; 2) recommended that county staff conduct an immediate assessment of all placements in which the caregiver gives signs of having difficulty in caring for a child; 3) recommended that the county provide immediate training and instruction to staff both on how to identify family strengths (this was not done with the grandmother) and on how to work with the family to develop case plans based upon those strengths.

b. Case Example (#2)

Another example of CDSS' actions in response to a September 1994 child death is as follows: A two-month-old female medically fragile infant died of starvation from insufficient caloric intake due to her cleft palate. The infant's diagnoses was classified as "special needs" rather than "medically fragile." There were no documented consultations between the county and the treating physician. In the initial placement, the foster parent requested removal of child; in the last placement, the foster parent home was over capacity, the foster parent had no training for medically fragile children, had no current first aid/CPR and had requested removal of the infant several times. The social worker made no home visits and preferred to conduct contacts at the county office.

The CDSS reviewed the case with the county and made the following recommendations: 1) Medically fragile newborns will have all medical needs effectively diagnosed and a treatment plan will be developed. 2) Frequent contact between CPS and MD's concerning level of care is required. 3) Caretakers should be qualified and capable of meeting child's medical needs. 4) Medical progress of medically fragile infants needs to be closely monitored. 5) CPS should respond quickly to any changes in caretaker's ability to meet child's needs.

2. Special Reviews (Example)

In April 1993, the Fresno County Administrative Office and the Fresno County Department of Social Services were concerned about increasing caseloads and activities in the juvenile court system, deteriorating program funding resources, continued reports of interagency communication breakdown and the tragic death of a young child. These concerns resulted in a request to explore options for improving the service delivery structure for the CWS system in the county.

Based on the county's request, CDSS conducted a limited systems study which 1) tracked a referral through the CWS system, 2) clarified specific policies and operations regarding placement of children in ethnically matched foster homes, and 3) examined general procedures the county used to assure quality assurance in handling cases.

The study identified several areas of practices and made recommendations for program improvement. For example, it became apparent that many individuals in the community thought that the County Welfare Department (CWD) was the only agency that provided services to children; these individuals became dissatisfied whenever their expectations of the CWD were not met. Recommendations were made that the CWD, with the help of other county agencies, develop a public awareness program that educated the citizens and other agencies within the county on the actual CWD responsibilities.

3. Emergency Response (ER) Activities

The State of California CWS system is State supervised and county administered. The county agencies are responsible for providing CWS to the children and families in their respective counties. In each county the CWS serves as the public's agent for protecting abused, exploited, and neglected children in the county. Each county is mandated to have an ER service component under which reports of abuse and neglect are received, assessed to determine if a response is necessary and, if so, whether it should be immediate. If a response is made, a more comprehensive assessment is conducted to determine the type of services (if any) that are to be provided.

Areas reviewed for the ER service component include the counties' use of risk assessment tools (what instrument/process was used and how), types of collateral contacts, follow-ups to mandated reporters, and law enforcement involvement. Also reviewed are the emergency services provided, timeliness of responses, and whether a case was closed or a case plan was developed within 30 days of the initial response.

The CDSS staff respond to any county's request to review the ER component and, in fact, to any county's request to review any aspect of program operation. For example, the Director of the Lassen County Health and Human Services Department was concerned that ER processes and services were not adequate to protect children. The CDSS provided technical analysis of the county's data profile and ER processes. Working in the county over a three week period, CDSS concluded that children were continuing to be at risk due to inadequate provision of services. The CDSS made several recommendations for improvement of services and developed a report. The County immediately implemented recommendations regarding staffing resources, training and controlling the emergence response referral process.

4. Collaborative Review Activities

No one agency, even those as large as County Welfare Departments, can work effectively in isolation. Federal, state, and county governments recognize this fact and have recently conditioned receipt of funding (particularly for federal Family Preservation and Support Program (FPSP) services) on the development of a county plan which described the existing service delivery system, identified unmet needs and proposed how FPSP services would facilitate service system reform and meet service needs. As part of the CWS review process, the CSOB assesses collaboration of service delivery systems in order to understand the context of CWS within the community, as multiple agencies often serve the same populations. Thus, referrals to alternative agencies (should directly-provided services not be available), coordination, and collaboration is essential. Standard interviews designed for specific agencies are being conducted with Mental Health, Law Enforcement, Public Health and at least one school which serves a number of CPS children. Interviews are conducted face-to-face or via the telephone. The information obtained, while not part of the formal compliance review report, is transmitted to the counties with recommendations for program improvement. CSOB staff provide technical assistance as requested.

C. Training and Technical Assistance

1. Training

The Division both coordinates the delivery of training and directly provides it as needed in order to increase (a) the knowledge of county CWS staff regarding programmatic requirements, and b) their skill in the delivery of effective services

which protect the health and safety of children and increase positive outcomes for children and families. The Division has the leadership role in arranging for and/or providing statewide training to child welfare workers in order to facilitate development of a system for child and family services workers that is focused on child health and safety and is community and family-centered.

a. Knowledge of Programmatic Requirements (see Matrix A)

1) Division 31 Training

To ensure that county CWS agencies and service delivery staff fully understood the regulatory changes brought about by the implementation of SB 1125, Division staff directly provided comprehensive Manual of Policies and Procedures Division 31 training to 57 counties and arranged for such training to be provided in the final county. Approximately 60 sessions were conducted to an audience of 1800 county staff. In some counties, staff attending the training returned to their county and conducted training for those staff who could not attend. Subsequently, CSOB staff prepared a detailed response (Questions and Answers letter) that addressed all 45 policy questions raised by county staff at the training sessions.

2) Judicial Review and Technical Assistance Project (JRTA)

In June of 1994, CDSS contracted with the Judicial Council of California (JCC) to provide training and technical assistance on federal Title IV-E Foster Care requirements to juvenile courts in California. JRTA Staff have conducted presentation in all 58 counties, have met with over 400 juvenile court personnel, observed in over 400 juvenile courtrooms, and reviewed thousands of juvenile court files.

In each county, the project team reviews juvenile court procedures, processes, and documentation as they relate to maximizing Title IV-E federal financial participation. In addition, the team compares those court practices with federal and state requirements, and provides technical assistance in all areas where a deficiency is noted. In order to ensure that the necessary changes are made and institutionalized, special attention is given to involving the presiding juvenile court judges, commissioners, and referees, all juvenile court personnel, representatives of the child welfare and the probation departments, and attorneys. In this way, JRTA Staff have also facilitated discussion and agreement between local service and judicial staff on the importance of timely hearings, the nature of reasonable efforts, and other IV-E compliance issues.

This project is funded with federal Title IV-E administrative and State General Fund dollars. The CDSS is currently in the process of renewing

the contract with the JCC for an additional two years. JRTA Staff will continue to review court procedures and files in the 20 largest counties (by foster care caseload) and smaller counties where judicial staff turnover requires.

b. Skill in Service Delivery

The CDSS is committed to disseminating information and providing training which will enhance the skills of service providers so that outcomes for children and families are improved. The following presents examples of training structures and programs established to accomplish these results.

1) Training Academies for Child Welfare Workers/Managers

The CDSS, in collaboration with the county welfare departments, has facilitated the establishment of four regional training academies. A fifth academy is in the developmental stage. These regional training academies provide uniform, competency-based training to child welfare services staff throughout California. The goal of this training is to enhance skills of all child welfare services staff in order to improve the delivery of child welfare services and to seeing that children grow up in a safe family setting.

The CDSS continues to provide leadership to the regional training academies in all areas by participating on a committee which addresses issues related to curriculum, evaluation, and academy infrastructure. Funding of the regional training academies is provided using federal Title IV-E funds, CDSS Child Welfare training funds, and local county funds.

2) Child Welfare Services/Case Management Services Training

A joint training effort of CDSS/HWDC and counties is the training on the statewide CWS/CMS automation effort. The Division 31 regulatory requirements are integrated into this system and all social workers statewide are currently being trained to use the system. Approximately 10,000 workers will attend this training.

3) Foster Parent Training

The Foster Care Initiative required CDSS over a two-year period, to implement enhanced, statewide basic foster parent training, including special needs training focusing on children with medical, developmental, behavioral or emotional difficulties. The CDSS, in collaboration with the Child Welfare League of America, acquired a curriculum which was made available to all counties. With the enhanced funding,

approximately 4,690 additional foster parents were trained and an additional 1,474 foster parents received special needs training. Counties receive an allocation and are required to develop plans to address training and recruitment efforts.

4) Child Welfare Training Project - Risk Assessment Training

Since its establishment in the statutes of 1987, child welfare training in California has been provided by the state's vendor: the Child Welfare Training Project (CWTP) based at California State University at Fresno (CSUF).

Since contracting with the CDSS in January of 1989 to develop and deliver training to child welfare staff on how to improve the quality of services delivered, the CWTP has created and offered training in six distinct areas: Emergency Response Protocol, Basic, Medically-Fragile Children, Out-of-Home Placement and Risk Assessment and Senate Bill 1125 Training. This later training was focused on issues related to improving services (e.g., how to develop a case plan) and, thus, was different than that discussed in "a. 1)" on page 13.

The CWTP introduced the Risk Assessment curriculum in April of 1990. It was enthusiastically received by county trainees; within the first six months, 586 staff statewide had received the training. This interest has continued over the years. From September 1994 through June 1995, for example, a total of 38 sessions of Risk Assessment training were attended by 772 child welfare staff; during the current fiscal year, the CWTP has scheduled 23 sessions of risk assessment training statewide. Attending these sessions will be 607 child welfare workers representing 53 counties and child welfare staff from the Washoe Tribe.

5) Family Strengths Conference

In June 1997, CDSS will sponsor its fourth annual conference entitled California's Focus: Family Strengths. Workshops and speakers concentrate on family strengths and enhancement of worker skills in assisting families to prevent problems from occurring or reoccurring. Attendance has increased from over 400 in 1994 to 810 in 1996.

6) Examples of Other Statewide Training/Conferences

- Wraparound

Wraparound workshops were held throughout the State for key stakeholders from County Departments of Social Services, other county agencies and various community-based organizations.

Wraparound services are interventions which are community-based and include the delivery of highly coordinated individualized services for children and their families to address their unique needs to achieve positive results and to reduce the risk of out-of-home placement and recidivism. Approximately 800 participants have attended 14 statewide sessions.

- **Family Unity**

To promote collaborative strength-based models, training is provided on Brief Family Therapy/Family Unity and other strength-based approaches to working with families. Training for Trainers is provided to line and supervisory staff from County Social Services, Mental Health, and Health Services and focuses on families who are at imminent risk of placement and/or on families who will soon likely be reunified. Involving the family (this definition which includes extended family members such as grandparents, aunts, uncles, etc., and close family friends) in developing a long-term plan for preservation and safety promotes community collaboration, empowers the family, minimizes isolation, and delegates decision-making to family members rather than agency staff. Several counties are working toward incorporating the Family Unity model into their case management and FPSP. The Family Unity/Brief Family Therapy and Wraparound Training is provided through the 15 percent state set aside federal Family Preservation and Support Program funds. To date, twelve training sessions have been conducted and 540 participants have attended.

- **Within Our Reach (Home Visiting)**

In order to increase both understanding and skill in the delivery of early and effective home-based services to high-risk clients, CDSS will sponsor its second annual conference April 1-2, 1997. At the first conference in 1996, approximately 250 participants from eight states discussed the features of effective services and how such services can be integrated with others provided to high-risk families.

2. Technical Assistance

As part of the Division's oversight responsibilities, staff in CSOB are assigned specific counties and on an ongoing basis provide technical assistance to all 58 counties. The technical assistance is tailored to address the specific needs of the county including regulatory, policy and systems/operational needs.

An example of extensive technical assistance is the effort that is currently in progress with Alpine County and the Washoe Tribe as they implement a federal decision and AB 1525, Chapter 724, Statutes of 1995. These two measures provide the capability to transfer all child dependency cases from Alpine County Social Services and Alpine County Superior (juvenile) Court to the Washoe Tribal Social Services and Tribal Court for children enrolled and eligible for enrollment with the Tribe and who reside on Washoe held or occupied Trust Lands.

An example of CSOB's staff involvement in providing technical assistance includes participating in negotiations/discussions with the Alpine County Board of Supervisors, County law enforcement, public health, mental health and the court. The focus of this technical assistance was to identify services to be transferred and provide understanding of regulatory requirements that would need to be followed during and subsequent to the transfer. Other areas of technical assistance included extensive review and feedback on an agreement between all entities. Staff is working with the Washoe Tribe regarding the provision of emergency response services, providing training on regulatory requirements and has provided assistance to the tribe in systems/operational areas. Staff continues to work with the county and tribe to ensure that when the transition takes effect, it will not adversely effect the children and families.

Another example of technical assistance is that provided to Imperial County in 1995. Specifically, CDSS assisted in the county transfer of court dependency functions from probation to the welfare department.

Comprehensive onsite and telephone technical assistance has been provided to Lassen County during 1996. Part of the technical assistance effort has been on regulatory compliance; additionally, staff has worked with the county on procedural issues, systems/operational problems, staff recruiting issues, scope of roles of other entities including Court Appointed Special Advocates, risk assessments, etc. The technical assistance has focused on most areas of service delivery.

A final example of technical assistance is that which was provided to Lake County. In early 1994, CDSS received complaints from residents of Lake County that the County Department of Social Services was not providing the needed services to children, thus placing them at risk of abuse, neglect or exploitation. In response, CDSS staff conducted numerous case reviews. Information from the case reviews and interviews assisted CDSS staff to work with county staff in coordinating a plan to change/modify the county's system of providing services to meet State regulatory standards and assist in meeting the needs of children at risk. In addition, in order to improve its program, the county hired a staff person from CDSS' CSOB to function as the county's CWS Program Manager for a limited period of time.

D. Compliance Reviews

The scope and focus of compliance reviews must be determined so as to balance the staff resources needed to perform this function with those associated with performing other oversight activities.

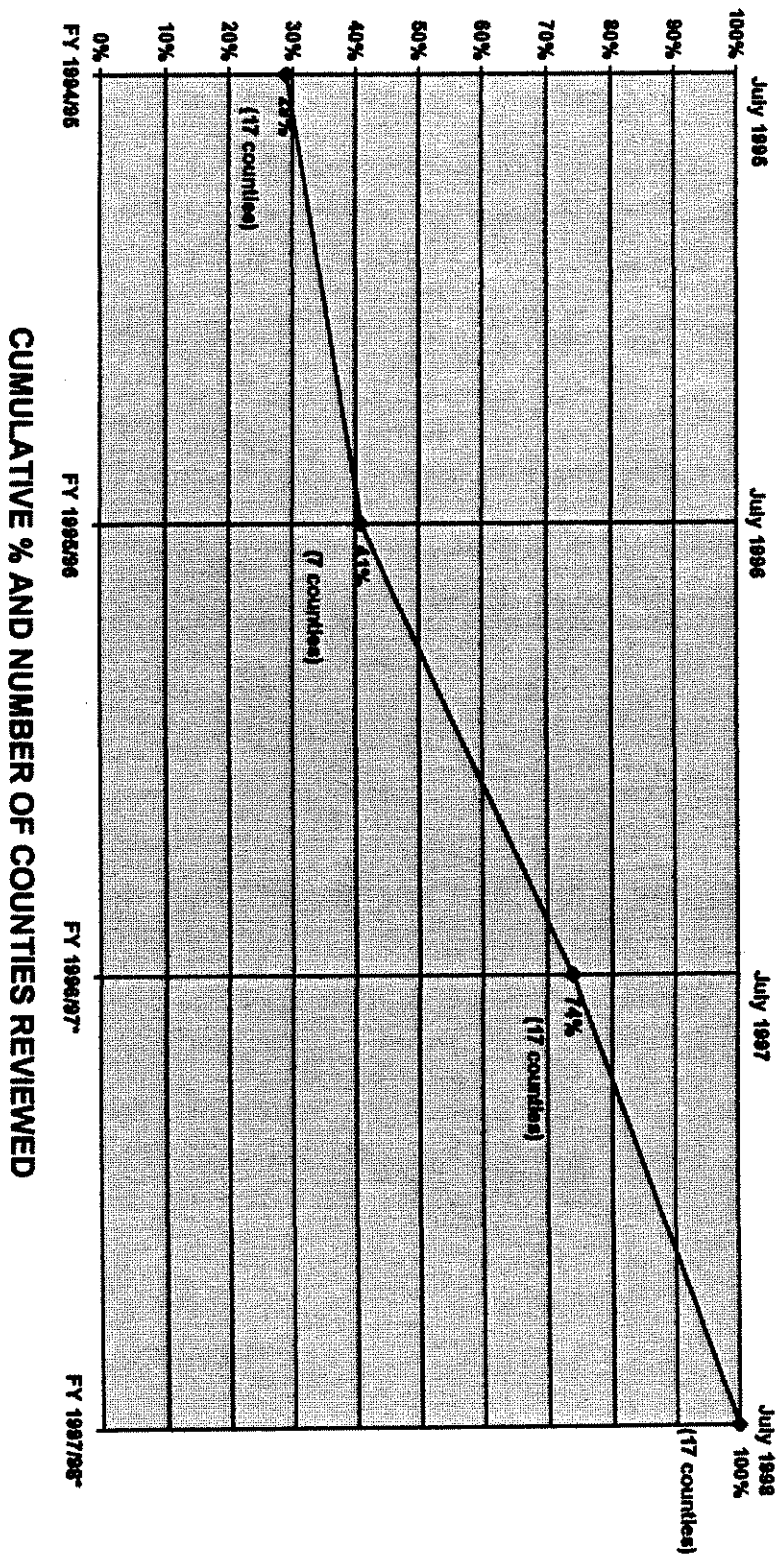
The compliance reviews, using current regulations and compliance standards, started in 1994. All counties are planned to receive at least one review under Division 31 by July 1998. The review process was developed cooperatively by the Children's Services Operations Bureau and the County Welfare Director's Association (CWDA) as part of a comprehensive oversight process of counties' Child Welfare Services (CWS) operations. Additional assistance was provided by the Foster Care Policy Bureau and the Child Welfare Services/Case Management System of CDSS, and advocacy groups.

Review questions are based on selected State regulatory requirements and research conducted by the State of Pennsylvania which found that adherence to certain case record documentation requirements is linked to successful case outcomes. Chart A illustrates the percentage of counties reviewed beginning in FY 1994-95 and projects the percentage of counties to be reviewed in FY 1996-97 and FY 1997-98. In addition, Chart B lists the counties reviewed since FY 1994-95 and tentatively scheduled to be conducted through FY 1997-98.

The current compliance review questions focus on the Family Maintenance, Family Reunification and Permanent Placement service components. Areas covered are: Case Plan, Contacts, Medical/Dental, Independent Living Plan, and Interstate Compact on the Placement of Children. In these broad areas questions address specific items (such as 9 to 15 items in the case plan) and contacts between county, child, parent and foster parent. The process utilizes a question-specific focus, permitting identification of noncompliance for each of 14 core and budget questions. An additional supplemental question is asked to gather information on the Interstate Compact for the Placement of Children.

County staff are strongly encouraged to participate in the review. Participation may range from county staff fully participating in all phases of the case review, including reading and verifying cases, to a limited participation in which county staff verify only those cases which were less than 100 percent in compliance. (Stanislaus County, for example, committed five supervisors both to read cases during the December 1996 review as well as to participate in discussion of review findings.)

CHILDREN'S SERVICES OPERATIONS BUREAU COUNTIES REVIEWED (Formal and Informal) FY 1994/95 – FY 1997/98



*Projected

CHART A

CHART B

PROGRAM REVIEW SCHEDULE¹

	Completed 1994-95	Completed 1995-96	Completed/Tentatively Scheduled 1996-97 ²	Tentatively Scheduled 1997-98 ³
COMPLETED AND SCHEDULED (UNDUPLICATED) COUNTY REVIEWS ⁴	Butte	Alpine	Shasta (Completed)	Mono 1997
	Colusa	Madera	San Joaquin (Completed)	Tuolumne 1997
	Contra Costa	Mendocino	Alameda 3/97	Tulare 1997
	Del Norte	Napa	Marin 3/97	Ventura 1997
	Imperial	Plumas	Orange 3/97	Calaveras 1997
	Nevada	Lassen	Kings 4/97	Fresno 9/97
	Riverside	San Francisco	Sonoma 4/97	Tehama 9/97
	San Benito		Inyo 5/97	Amador 10/97
	San Bernardino		Mariposa 5/97	Santa Cruz 10/97
	San Diego		Trinity 5/97	Santa Clara 11/97
	San Luis Obispo		Los Angeles 6/97 ⁴	Glenn 12/97
	San Mateo		Modoc (Completed)	Sacramento 1/98
	Siskiyou		Monterey (Completed)	Kern 2/98
	Solano		Placer (Completed)	Sierra 3/98
	Sutter		Stanislaus (Completed)	Yuba 3/98
	Lake		Yolo (Completed)	Humboldt 4/98
	Santa Barbara		Merced (Completed)	El Dorado 5/98
SUBTOTAL	17	7	17 ⁴	17
COUNTIES RE-REVIEWED	Lake San Francisco	Lake San Francisco	San Francisco Lake	Santa Barbara 1/98 Siskiyou 2/98 Solano 4/98
SUBTOTAL	2	2	2	3
GRAND TOTAL	19 ¹	9 ¹	19 ¹	20 ¹

¹ Does not reflect special reviews - e.g., in SFY 1996-97 special reviews of 14 county Emergency Response programs are planned.

² Data represents an unduplicated count of counties reviewed. Counties that received multiple (re-reviews) are listed below. Dates shown reflect planned review dates.

³ The reviews tentatively scheduled for some counties may shift between SFY 1996-97 and SFY 1997-98.

⁴ Given the size of Los Angeles County's CWS caseload and its organization into nine (9) regions, a review in Los Angeles County is equivalent to reviewing at least five (5) counties; the month for review has not been finalized as it, and the review scope, must first be discussed with the county.

A major objective of case reviews is to provide baseline data in order to determine specific levels of compliance. This data significantly benefits the development and implementation of corrective action plans.

The verification process includes a review of each completed instrument by specified members of the review team to assure consistency and accuracy and a final verification by county staff. Any disagreements over results are usually resolved through discussion. If the county still disagrees on the correctness of a response, the issue is resolved at the administrative level.

An exit conference is held with state and county staff, preliminary results are shared and a formal report is subsequently issued. In addition to identifying areas in need of improvement, case reviewers identify exemplary case work and creative practices. The county consultant provides technical assistance to the county as it develops its corrective action plan and monitors progress.

E. Corrective Action Process

Both the magnitude and reasons for noncompliance vary. Accordingly, the corrective action process designed to eliminate non-compliance varies. An important component of the compliance review process is to provide any needed technical assistance to counties to help them develop, implement and evaluate Corrective Action Plans (CAPs) and other internal corrective action activities required to address identified deficiencies. The corrective action process encompasses several levels of CDSS involvement/oversight. On one end of the Corrective Action Continuum is the internal/informal corrective actions that a county develops/implements; the next level is the formal Corrective Action Plan; finally, after sustained non-compliance, the department may issue a formal notice of non-compliance. Currently, counties' corrective action efforts fall within all three levels.

Generally, for a county to be in compliance, 85 percent of the 14 core and target review questions must have been projected to be at least 90 percent in compliance. All areas are weighed equally. This process also requires that, regardless of the overall outcome, any question found to be below 90 percent will require corrective action by the county. While compliance levels between 80 percent to 89 percent do not require a formal CAP, compliance levels below 79 percent do. Formal CAPs must specifically include : 1) a statement of the problem(s); 2) cause(s) of the problem(s); 3) plan objectives; 4) implementation time frames; and 5) evaluation methods. Subsequent to implementation of the formal CAPs, a component in evaluating the effectiveness of corrective action efforts is to measure progress in achieving compliance.

The development of corrective action plans and the implementation timeframes are based on the county's resources and not all corrective action activities are required to be

addressed in a formal written CAP. Charts C, D and E which follow show the level of compliance in three critical review areas for all counties in which reviews were conducted from 1994 to June 1996.

For example, counties found to be significantly out of compliance with visits (see Chart D), such as Contra Costa, Del Norte and Lake, submitted Corrective Action Plans that were reviewed and approved by CDSS. These plans contained: 1) a statement of the problem; 2) cause(s) of the problem(s); 3) plan objectives; and 4) implementation and time frames. In addition, the county is also required to provide to the State the results of any county self-review to measure progress. Further, technical assistance and/or training is provided to the county. Follow-up contacts, state on-site and county interval reviews, identify that these counties have significantly improved the face-to-face visits with children. **In Contra Costa County, visits increased 41 percent, from 35 percent to 76 percent; in Del Norte County, visits increased 28 percent, from 39 percent to 67 percent; and in Lake County visits increased almost 50 percent, from 41 percent to 90 percent.**

Chart E identifies six counties that were out of compliance with required medical examinations. All counties completed and have implemented Corrective Action Plans. Staff have provided training and/or technical assistance regarding this requirement. Follow-up contacts, state on-site and county interval reviews indicate that three counties-- Contra Costa, Butte and Lake-- have made substantial progress toward achieving compliance for this area. **Contra Costa and Lake Counties have achieved compliance; Contra Costa improved 46 percent, from 44 percent to 90 percent. Lake County improved 50 percent, from 39 percent to 89 percent. Butte County has improved 27 percent, from 43 percent to 70 percent.** The remaining three counties have implemented their corrective action efforts and we are in the process of determining the extent of progress towards achieving compliance.

As indicated above, there are a range of corrective actions both needed and taken. For example, Humboldt County submitted a CAP in 1991. In 1993, the county was in compliance in five areas and near compliance in the sixth area. In November of 1992, San Francisco was issued a Formal Notice of Non-Compliance which required a comprehensive CAP. Under a Formal Notice of Non-Compliance, the county provides quarterly progress reports, and CDSS annually conducts compliance reviews. San Francisco County has made significant improvement.

CHART C

CHILDREN'S SERVICES OPERATIONS BUREAU
COMPLIANCE WITH TIMELY INITIAL RESPONSE
1994-1996

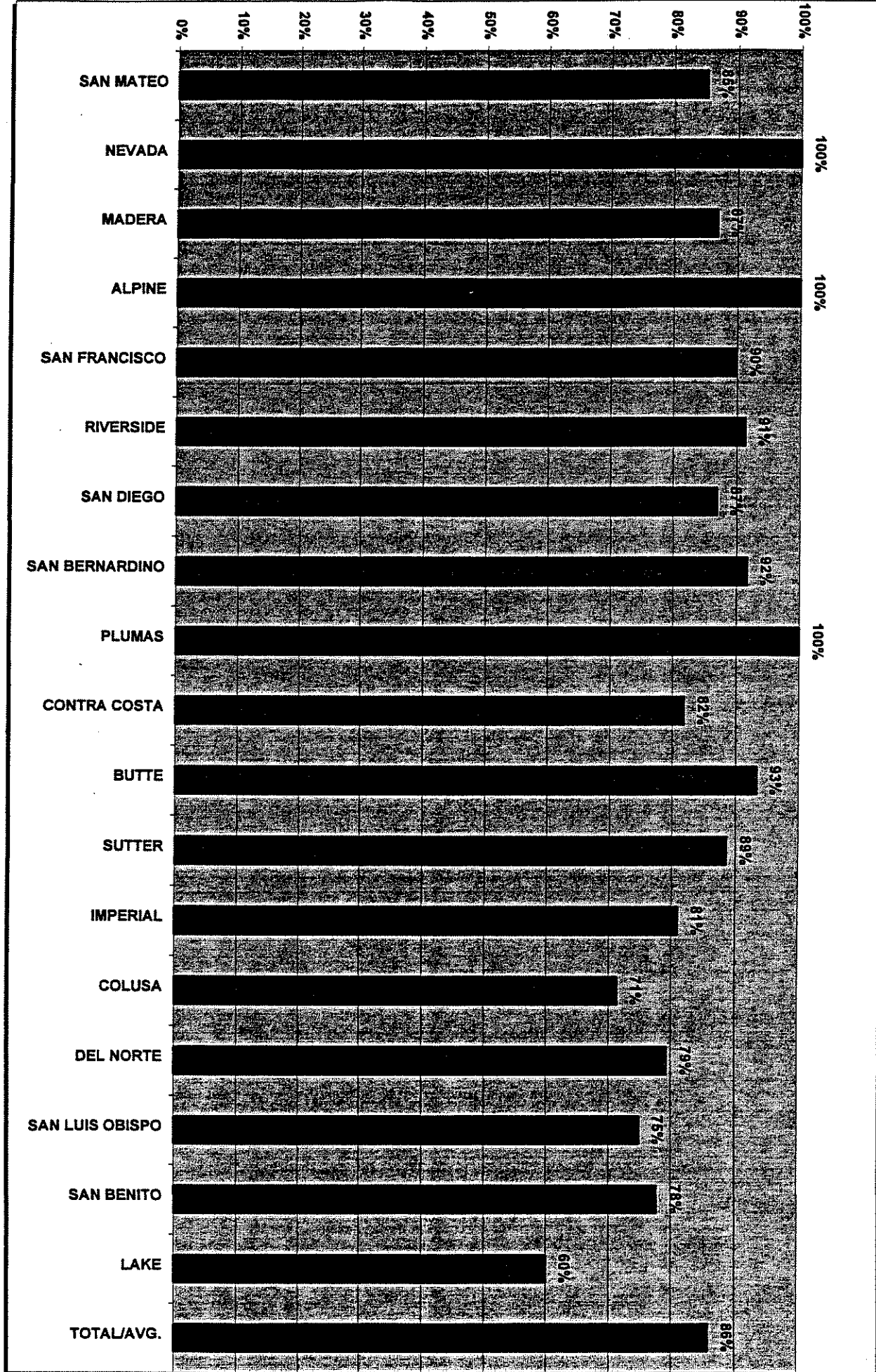


CHART D

CHILDREN'S SERVICES OPERATIONS BUREAU
COMPLIANCE WITH CHILD CONTACTS
1994 - 1996

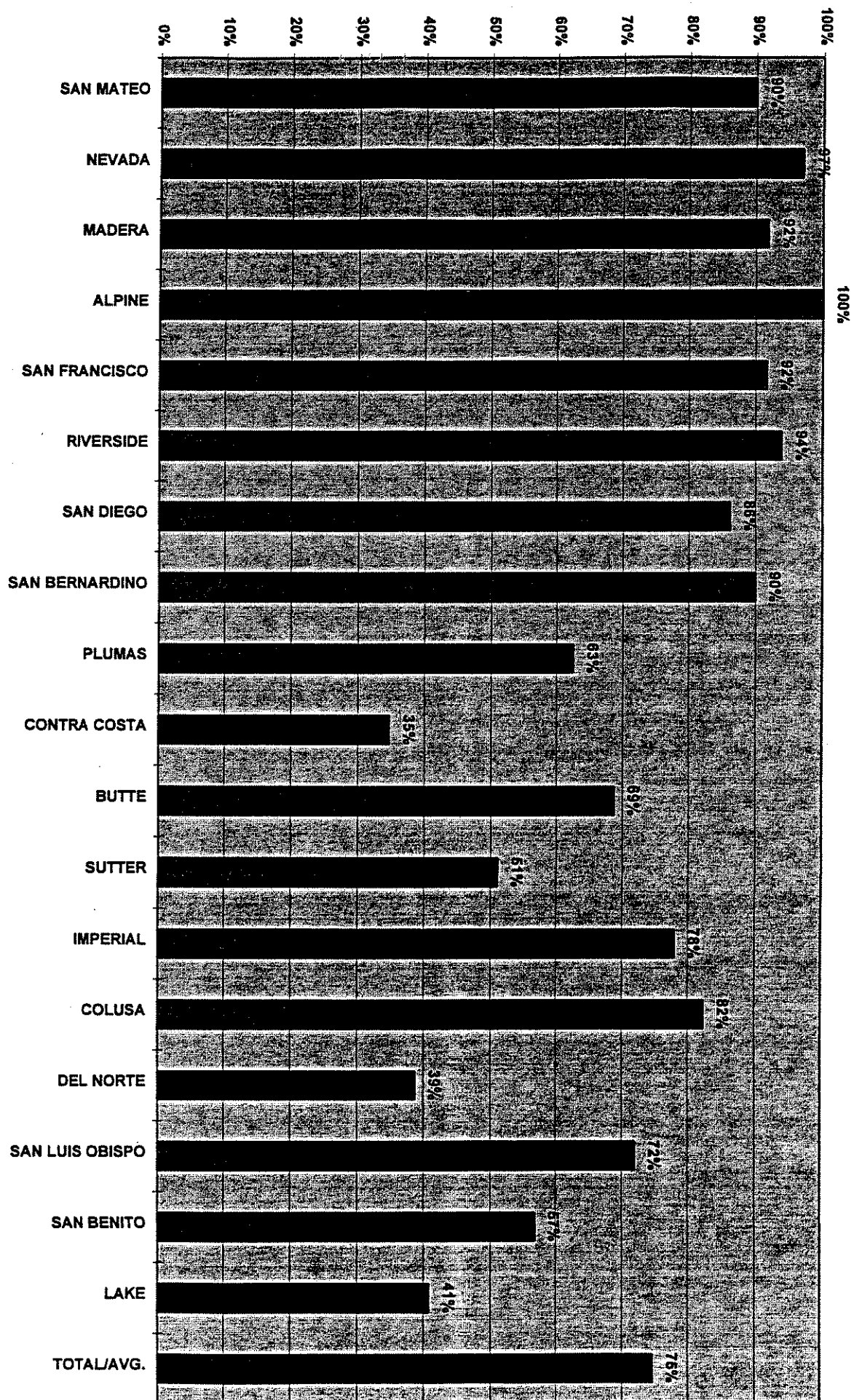
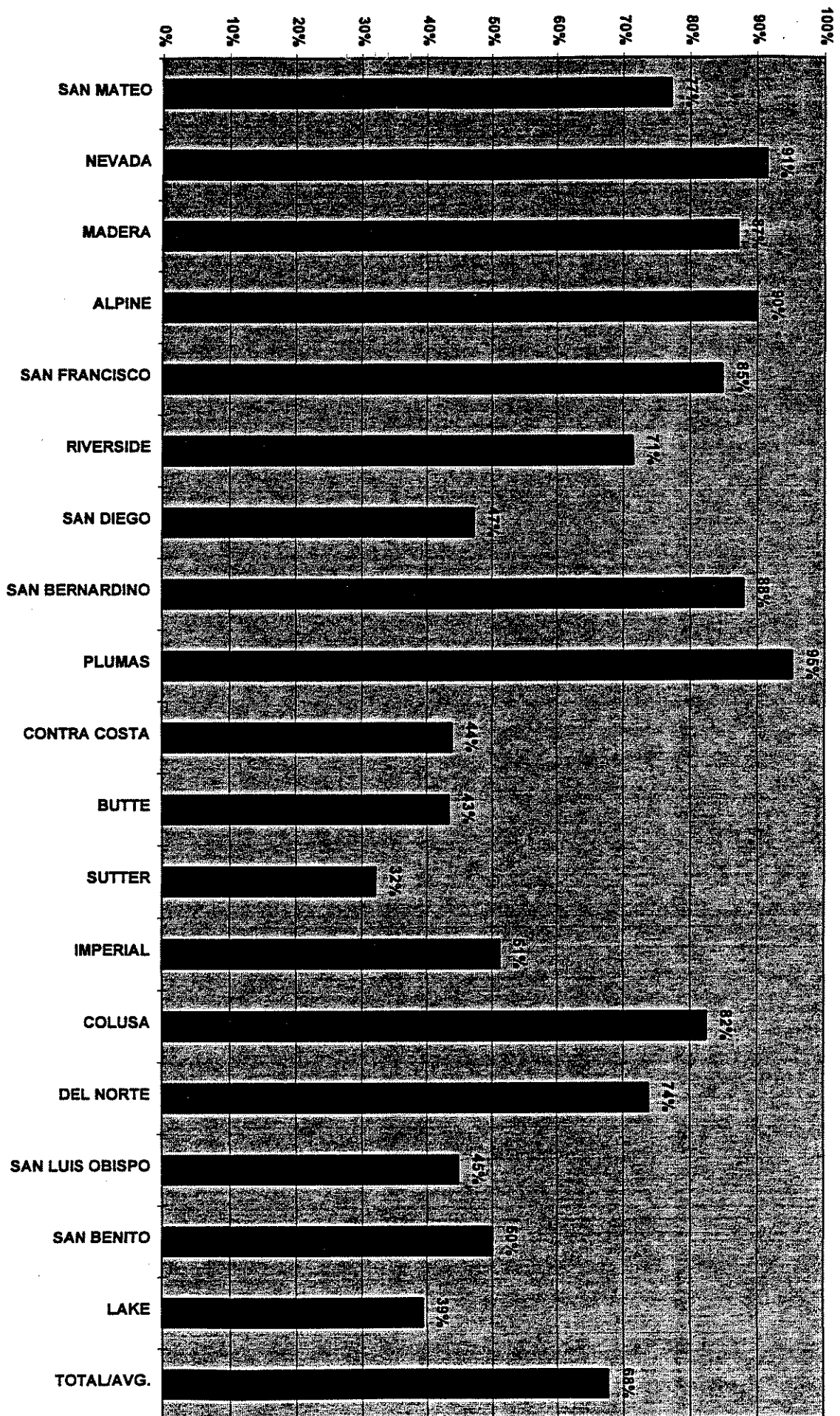


CHART E

CHILDREN'S SERVICES OPERATIONS BUREAU COMPLIANCE WITH MEDICAL EXAMINATIONS

1994 - 1996



III. FUTURE PLANS AND DIRECTIONS

A. Increased Scope, Frequency, Number and Type of Reviews

Implementation of Child Welfare Services/Case Management Systems (CWS/CMS)

After implementation, CWS/CMS will provide many benefits for California's Child Welfare Services program. The legislative intent was for this statewide automated system to have a positive impact on the delivery of services to children and families. From the State perspective, CWS/CMS will enhance the overall ability of the State to better manage the CWS program by improving its ability to plan, to develop outcome-oriented plans, to comply with federal requirements, and to provide targeted program oversight.

The implementation of CWS/CMS will facilitate a more effective assessment of each county's provision of CWS and service delivery. The CWS/CMS system provides the capability to review all counties for compliance with regulations more frequently than the current once every three to four year schedule. In addition, it allows special identification of areas in which reviews of selected counties should be conducted.

The CWS/CMS will also enhance the social workers' ability to manage their caseloads by facilitating the court process, improving compliance with State/federal regulations, creating the ability to access a statewide database, and improving placement matching. In addition, CWS/CMS allows workers to prepare more effective and thorough required court documents for processing. The information conveyed to the courts will be more complete and timely. This will result in fewer continuances and will permit more timely court approval of casework decisions.

The capability to develop and measure discrete service program process outcomes will be increased. For example, if there is better identification of cases which have not received the minimum level of services required/needed, cases can be targeted for increased services. This may result in fewer children in foster care, better adjusted children, improved community safety; and fewer children inappropriately removed from or left in their homes. This allows evaluation of short-term program results. Also, CWS/CMS will make it possible to conduct longitudinal studies and/or construct histories of individual cases, which can be used to evaluate long-term results.

In addition, CDSS program staff will have an efficient means to identify service needs or gaps and trends in caseloads, and characteristics of clients and providers. The capability to establish standards of performance and to measure county performance against such standards, in conjunction with the capability to identify accurately local variations and trends, will allow CDSS to assess problems more effectively and more quickly propose solutions.

B. Focus on Outcomes

The CDSS is committed to ensuring quality and effectiveness in the delivery of a continuum of services to children and families.

In the past, State oversight has been primarily accomplished by establishing standards for casework, auditing those standards and correcting deficiencies retroactively. Unfortunately, case-focused oversight neither looks at the system as a whole nor how it operates to achieve positive results for children, families, and communities. In the future, the State must focus on service quality and on developing measurable indicators of the quality and effectiveness of services.

Currently, county welfare departments are reviewed to determine compliance levels in accordance with Division 31 regulations. The process involves reviewing a sample of county cases to identify areas where a county may not be adhering to these regulations. While this process identifies counties' shortcomings, it fails to adequately address the quality of CWS provided in terms of community satisfaction and successful client outcomes.

During the last few years the federal Department of Health and Human Services (DHHS), CDSS, and CWDA and numerous other federal, state and local agencies have increasingly emphasized the importance of focusing administrative oversight of services delivery on specific outcomes/accomplishments. Recently, information was received from DHHS regarding their new child welfare program strategy. This pilot strategy focuses on outcome-based monitoring by identifying and measuring specific outcomes related to safety, permanency, and child/family well-being. The methodology for this review would begin with a guided self-assessment, continue with an onsite comprehensive review addressing quality of care issues, and conclude with a jointly developed report. Department staff will be meeting with federal representatives to discuss how this federal focus can be integrated into the similar CDSS intent to focus on outcomes.

Future plans for the compliance review process include determining the positive outcome of CWS intervention. Examples of such outcomes can be found in Chart F on the following page. The CDSS will work with CWDA and other agencies and advocacy groups to refine these outcomes so that they are practical and result-oriented. Measu

OUTCOMES FOR CHILDREN AND FAMILIES

AGE/AREA	Health	Home Safety	Behavior	Family Functions	House/Food	Education	Self-Sufficiency
Prenatal to Birth	Drug/Alcohol-free Decrease LBW babies Healthy Pregnancy Prenatal care	Violence rate down	N/A	Intact/Stable Family	Stable Housing	N/A	Above Poverty Level Not on Welfare
Infancy	Shots ER incidents down Developing well	ER incidents down Abuse rate down Infant Mortality Down	Attachment/bonding with parents	Intact/Stable Family Parent Involvement	Stable Housing Children Live at Home Food Closet Use Down	N/A	Above Poverty Level Not on Welfare
Pre-School	Shots ER incidents down Developing well Hearing, vision good	Child Stability Accident rate down Abuse rate down	Social skills Problem-solving skills	Intact/Stable Family	Stable Housing Children Live at home Food Closet Use Down	Language development Intellectual abilities School ready	Above Poverty Level Not on Welfare
K - 6	Shots Drug/Alcohol-free ER incidents down Hearing, vision good	Accident rate down Abuse rate down Violence rate down	Social skills Delinquency rate down Age-appropriate behavior Problem-solving skills	Intact/Stable Family	Stable Housing Children Live at home Food Closet use down	Reading at Grade Level Attend School Age-appropriate skills	Above Poverty Level Not on Welfare
Adolescence	Drug/Alcohol-free Teen Pregnancy down STD down	Suicide rate down Violence rate down Abuse rate down	Postpone sex activity Use contraceptives Delinquency rate down Problem-solving skills	Intact/Stable Family Teen Births down Youth incarceration down Positive family interaction	Stable Housing Children Live at home Food Closet use down	Reading at Grade Level Attend School High School Graduate School Suspension down	Above Poverty Level Part-Time Work Not on Welfare
Adults	Drug/Alcohol-free STD down Mental illness down	Violence rate down Abuse rate down Parent-supervised home	Problem-solving skills Domestic violence down	Intact/Stable Family Marriage rate up Incarceration rate down Child-rearing abilities up	Stable Housing Food Closet use down	Occupationally skilled	Earned \$> Pov. Level Stable Employment Not on Welfare Child Support Paid

CALIFORNIA Department of Social Services, Research Branch

August 1, 1996

A method of determining positive outcomes of CWS on children's health and safety will include satisfaction surveys. The goal of the survey will be to determine the quality of services provided and the results of intervention in abusive family situations. The process to be implemented will include gathering information from children, parents, foster parents, educators, and other organizations that deal with CWS agencies. This is a part of oversight activity as the information is intended to assist CSOB staff both to determine the level and quality of CWS involvement with clients and other agencies in the community social services support system and to provide technical assistance designed to improve service delivery.

In addition, consultation, technical assistance, and joint problem resolution with counties toward achievement of quality services will be provided. Technical assistance and training, based on needs identified in county plans, will be provided to CWS agencies. A component of the technical assistance activities that would be increased would be utilizing findings regarding compliance with regulatory requirements and case specific reviews to work with counties in an ongoing effort to deliver quality services to children and families. Additionally, staff would be available using automated regulatory review findings to conduct regulatory training in applicable areas of noncompliance. Counties' corrective action efforts and CSOB's involvement in supporting these efforts through technical assistance and training will be enhanced with the CWS/CMS roll out.

Staff will be assisting CWS agencies to assess program performance, make performance improvements, and develop and implement new ways of improving services provided to children and families.

Areas of training to be provided county programs will include the case review process and documentation requirements to assist staff in performing their work and documenting case information. Other areas of training will include Division 31 regulations, the CWS/CMS system, the child death review process, data collection methods and forms, effective networking and collaboration efforts, risk assessment, and personnel issues. The CSOB staff will collect state, regional, and national "best practice" models, standards, and systems, and disseminate them to CWS programs.

C. Focus on Services Collaboration

As indicated in Section II B, CSOB staff currently examine the County Welfare Departments' collaboration with other agencies which provide services in the community, often to the same families. Since no single agency can deliver all services needed to protect the health and safety of children and improve outcomes for these children and their families, CSOB continues to increase its activities to examine service collaboration. As counties implement new approaches to the CWS delivery system such as Wraparound Services and Family Unity, CSOB will incorporate the review of these new services as part of its county CWS reviews. Also, how counties implement their FPSP plan will be examined, including

the manner in which services are integrated and coordinated with CWS. The CSOB will then offer recommendations regarding how services can be provided more efficiently and effectively using existing resources.

In addition, the Children's Services Branch continues to provide technical assistance to increase collaboration within counties through such projects as the AB 1741 Youth Pilot Program and the Risk Assessment Project.

This legislation established a six-year pilot to allow six counties to explore various ways of improving services through social service integration, blended funding, and other program innovations. It requires a broad-based collaborative planning process to identify community needs; pilot counties are experimenting with collaborative approaches to address these multiple service needs. Technical assistance is tailored to each county's specific plan. For example, in Placer County, state and county staff are working together to develop a single services record for children and families being served by the County's multi-agency service team.

The Risk Assessment Project seeks to develop uniform risk assessment criteria to assist counties in the development of a wide range of services and to identify families that require services and protect children who are at risk. The probability that a child will be harmed has important implications for community collaboration. The CWS agencies will need to develop collaborative arrangements with a variety of local services and insure that these services are available for families at risk. The new risk assessment model to be developed by this project will increase consistency of assessment and allow counties to allocate their resources in a more efficient manner.

IV. APPENDIX

For reference, the following chart displays a listing of the Children's Services Operations Bureau County Consultants and their assignments.

**Children's Services Operations Bureau
COUNTY CONSULTANT ASSIGNMENTS
(916) 445-2832 FAX: (916) 445-2836
FRANK INGRAM, CHIEF**

EVELYN HEMENOVER, MGR	FRANK FONG, MGR	TOM SHETKA, MGR
ANDERSON, Doraann 445-2763 01 Alameda 48 Solano 07 Contra Costa 49 Sonoma 28 Napa 38 San Francisco	ARCE, Tina 445-2908 15 Kern 54 Tulare 29 Nevada 55 Tuolumne 40 San Luis Obispo	CARRAS, Carolyn 445-2767 13 Imperial 37 San Diego
SANCHEZ, Theresa 445-2748 08 Del Norte 27 Monterey 11 Glenn 34 Sacramento 12 Humboldt	CARROLL, Richard 445-2811 02 Alpine 26 Mono 03 Amador 31 Placer 05 Calaveras 46 Sierra 09 El Dorado	MANTECON, Martha 445-2750 33 Riverside 42 Santa Barbara 56 Ventura
TAYLOR, Joanie 445-2759 18 Lassen 41 San Mateo 21 Marin 43 Santa Clara 25 Modoc	RAPPLEYE, Michelle 445-2766 39 San Joaquin 57 Yolo 51 Sutter 58 Yuba	RIVERA, Tammy 445-2756 19 Los Angeles
WEDIG-ROGERS, Phillis 324-3039 06 Colusa 44 Santa Cruz 23 Mendocino 52 Tehama 35 San Benito 53 Trinity	TOWNSEND, Emilie 445-2755 10 Fresno 16 Kings 20 Madera 22 Mariposa 24 Merced 50 Stanislaus	STOCKTON, Ann 445-2791 14 Inyo 30 Orange 36 San Bernardino
ESTES, Rosa 445-2817 04 Butte 45 Shasta 17 Lake 47 Siskiyou 32 Plumas		SLIGAR, Debra 445-2768 19 Los Angeles

BARBIERI, Ernestine
445-2807 (Child Welfare Services Bureau)
ICPC